Kent State University, Foundational Principles in Knowledge Management
Updated Extract from 2024 Syllabus

Course Catalog Description

An introduction to the field of Knowledge Management (KM) with particular attention given to KM practices in various environments such as business, government, the military, non-profits, education, communities and societies. This course will provide students with an understanding of the nature of knowledge, core KM principles, KM processes, the KM life cycle, KM social and technological tools, KM's effects and effectiveness, KM ethics, KM strategy and significant KM issues such as culture, and innovation. Covers principles of collection versus connection as to knowledge.

Student Learning Outcomes

After completing this course, students will develop academic, intellectual, and transferable skills of KM. The students will be able to: Define key knowledge management concepts and demonstrate an understanding of the characteristics of knowledge.

- Analyze the role of knowledge in organizations.
- Describe the key steps in the KM life cycle and situate the key concepts and major phases of the KM cycle with the KM frameworks.
- Grasp the functions/capabilities as well as the limitations of different knowledge management tools.
- Explain the major steps involved in developing a KM system.

Required Course Materials

- Becerra-Fernandez, Irma. (2015). *Knowledge Management Systems and Processes*. New York: Routledge.

- Other Readings,

    - Evans, M.M., Dalkir, K., & C. Bidian. (2014). A Holistic View of the Knowledge Life Cycle: The Knowledge Management Cycle (KMC) Model. *Electronic Journal of Knowledge Management*, 12 (2), 85-97
    - Faculty Development and Instructional Design Center. Northern Illinois University.
      Howard Gardner's Theory of Multiple Intelligences, pp 1-12.
    - Fricke, M. (2019). The Knowledge Pyramid: The DIKY Hierarchy. *Knowledge Organization*, 46 (1): 33-46.
    - King, W.R. (2009). Knowledge Management and Organizational Learning. *Annals of Information Systems*, 4.
    - Liebowitz, J. (2016). *Successes and Failures of Knowledge Management*. Cambridge, MA: Morgan Kaufman.
    - Mintzberg, H. (1980). Structure in 5s: Synthesis of the Research

on Organizational Design. *Management Science*, 26(3), 322-341.

- Schein, E. (2010). Chapter 2: Three Levels of Culture. In: *Schein, Organizational Culture and Leadership*: Jossey-Bass.
- Wenger-Traynor, E., Wegner-Traynor, B. (2015). *Communities of Practice: A Brief Introduction.* Volume V, 1-8.

Assignments

Assignment	Due Date	Percentage of Grade
1. 10 Class Participation through BB discussion board (yes, this means you do not have to post all 14 weeks)	Ongoing	20%
2. Final Project Proposal	February 19, 2024	20%
3. Essay	March 4, 2024	20%
4. Final Project Paper	April 22, 2024	35%
5. Final Project Peer Response	May 3, 2024	5%
Total		**100**

COURSE MODULES

(Adapted extract from Edgar (2024))

Segment 1 (Modules 1-2): Background to KM (Industrial society, management, and organizations)		
Modules	*Lectures*	*Discussions*
1. Management and Society	Management cycle: Planning, organizing, implementing, controlling, leading, evaluating; Roles of managers (interpersonal, informational, decisional)	Management cycle and managerial roles
	Industrial and knowledge societies	Industrial and knowledge society
2. Organizational Strategy, Structure, and Culture	Organizational strategy (Organizational stakeholders, stakeholder value), strategic management model, strategic decision making, strategic approaches	Organizational strategy
	Organizational structure (Organizational dimensions, configurations, elements, coordinating mechanisms)	Organizational structure and metaphors
	Organizational culture/metaphor	Organizational structure and metaphors

Segment 2 (Modules 3-9): Center of KM (Knowledge, historical KM, KM systems, KM's activities upon knowledge, KM cycle, KM programs, KM maturity, KM effectiveness, supporting social and technical mechanisms)

Modules	*Lectures*	*Discussions*
3. Knowledge	Knowledge (Means of knowledge, definition of knowledge, DIKW pyramid, philosophies of knowledge, forms and types of knowledge, components of knowledge, metaphors of knowledge as thing, flow, and/or energy)	Tacit, latent, applied, and explicit knowledge Knowledge understandings, skills, assumptions, beliefs, values
4. Knowledge Management	Overall knowledge management (KM goals as to organizational continuity and change, KM generations, KM elements, societal levels of KM, disciplinary context of KM, knowledge workers)	KM Elements KM Generations
5. KM Cycle and KM Systems	KM cycle (KM activities and supporting sub-activities; KM maturity)	KM social mechanisms
	KM Systems	KM system overview
Modules	*Lectures*	*Discussions*
6. KM Activity: Knowledge Discovery and Capture	KM activities: Knowledge discovery, knowledge capture (Models of individuals' knowledge discovery and organizational knowledge discovery, supporting social and technical mechanisms)	KM social mechanisms for individual knowledge transfer Organizational knowledge discovery
7. KM Activity: Knowledge Formalization	KM activities: Knowledge formalization through description and classification (Approaches to and types of knowledge classification and description, metadata, steps of classification and description, authority control, knowledge formalization tools, supporting social and technical mechanisms)	Knowledge description Knowledge classification
8. KM Activity: Knowledge Transfer/ Dissemination	KM activities: Knowledge transfer/dissemination (Knowledge transfer activities, organizational dimensions of knowledge transfer, learning styles, supporting social and technical mechanisms)	Transfer of different forms of knowledge Contextual factors affecting knowledge transfer Range of knowledge dissemination
9. KM Activity: Knowledge Application	KM activities: Knowledge application (Knowledge application to support organizational consideration,	Forms of knowledge application Impact of knowledge

	communication, decision making, and action; application range and impact; knowledge reuse; application results as stakeholder value, organizational continuity, organizational change)	application

Segment 3 (Modules 10-12): KM's Organizational Context (Organizational Issues and KM)

Modules	*Lectures*	*Discussions*
10. KM and Organizational Change	Organizational issues: KM and organizational change (KM and organizational change steps as described in Kotter's model)	KM and organizational change KM social mechanisms and organizational change
11. KM Impacts	Organizational issues: KM impacts (Impacts on individuals, organizations, societies)	KM impact on organizational dynamics KM impact on organizational continuity
12. KM Evaluation and Effectiveness	Organizational issues: KM evaluation and effectiveness (Philosophic views, types, steps, methods of KM assessment; assessing KM systems; assessing organizational elements such as structure, culture, products, services, dynamics, strategy, and stakeholder value)	KM description and measurement

Segment 4 (Module 13): Ethics/Law/Policy and KM (Policy, moral knowledge, ethical approaches, ethical criteria, rights and duties, values)

Modules	*Lectures*	*Discussions*
13. Governance: Policy, Ethics, Laws, & Security	Governance, Policy, Law and Policy and Security	
	Ethics and KM	Virtues and values Knowledge rights of individuals vs. of organizations

Segment 5 (Module 14): Advice and Future of KM

Modules	*Lectures*	*Discussions*
14. Challenges for KM	Challenges for KM	Future of KM

COURSE SCHEDULE:

Week	Topic	Activities	Assignments	Due Date
Module 1 January 16–January 22	Course Overview Management Cycle, Industrial and Knowledge Societies	Edgar Lecture	Discussion 1	January 22
Module 2 January 22 – 29	Organizational Strategy, Culture, and Structure	Edgar Lecture Mintzberg, *Structure in 5* Schein, *Three Levels of Culture*	Discussion 2	January 29
Module 3 January 29 – February 5	Knowledge	Edgar Lecture *KMSP*, Chapter 2 Fricke, *DIKY, The Knowledge Pyramid* Gardner, *Frames of Intelligence*	Discussion 3	February 5
Module 4 February 5 – February 12	Knowledge Management	Edgar Lecture *KMSP*, Chapters 1, 3 Recommended: Videos 1, 2	Discussion 4	February 12

Week	Topic	Activities	Assignments	Due Date
Module 5 February 12 – February 19	KM Cycle and Systems; Overview and Organizational Maturity Models	Edgar Lecture *KMSP*, Chapter 4 Evans, Holistic View of Knowledge *and KM in Life Cycle* Recommended: Videos 4, 6	Discussion 5 Final Project Proposal	February 19
Module 6 February 19-26	KM Cycle and Systems: Knowledge Capture (Creation, Discovery, and Acquisition)	Edgar Lecture *KMSP*, Chapter 9 Recommended: Videos 8, 9, 10	Discussion 6	February 26
Module 7 February 26-March 4	KM Cycle and Systems: Knowledge Formalization (Codification and Organization)	Edgar Lecture *KMSP*, Chapters 7, 8 Recommended: Videos 11, 12	Discussion 7 Essay	March 4
Module 8 March 4 – March 11	KM Cycle and Systems: Knowledge Dissemination	Edgar Lecture *KMSP*, Chapter 8 Recommended: Video 15	Discussion 8	March 11
Module 9 March 11 – March 18	KM Cycle and Systems: Knowledge Application	Edgar Lecture *KMSP*, Chapter 6	Discussion 9	March 18

Week	Topic	Activities	Assignments	Due Date
Module 10 March 18 – March 25	Organizational Issues: KM Impacts, Organizational Change and Learning	Edgar Lecture *KMSP*, Chapter 5 King, *KM and Organizational Learning* Recommended: Video 39	Discussion 10	March 25
Spring Break 3/24-3/31				
Module 11 April 1-April 8	Organizational Issues: KM, Organizational Processes, and Knowledge Communities	Edgar Lecture Wenger-Traynor, *Communities of Practice: A Brief Introduction*	Discussion 11	April 8
Module 12 April 8-April 15	KM Effectiveness and Evaluation	Edgar Lecture *KMSP*, Chapter 12 Recommended: Videos 31, 32	Discussion 12	April 15
Free Week April 15-April 22				
Module 13 April 22-April 29	Governance: Policy, Ethics, Laws, & Security	Edgar Lecture *KMSP*, Chapter 12	Discussion 13 Final Project Paper	April 29

Module 14 April 29 -May 5	Conclusion: Future for KM	Edgar Lecture *KMSP*, Chapters 11, 13	Discussion 14 Final Project Peer Response	May 5

Week	Topic	Activities	Assignments	Due Date
		Successes and Failures in Knowledge Management, Chapters 2, 5 Recommended: Video 40		